

# CASE STUDY

## 'GLOBAL TALENT DEVELOPMENT AND ORGANISATIONAL EFFECTIVENESS'

A global automotive parts manufacturing company focused on lightweight solutions for the motor industry, specializing in aluminum powertrain and body structure components. It has more than 20,000 employees working in 34 manufacturing plants and strategically located across 14 countries with annual revenue of \$6 billion.

### THE CHALLENGE

Since 2007, this global organisation has grown exponentially through acquisitions and joint ventures. While expansion brought scale and opportunity, it also created complex challenges:

- Managing and developing senior global talent.
- Integrating, retaining, and recruiting leaders across multiple regions.
- Designing structures to support organisational effectiveness.

The company needed a way to align leadership capability with organisational growth, while creating a consistent global approach to talent development.

### OUR APPROACH

Purple Talent Solutions partnered with the client to design and deliver a comprehensive **Global Talent Process**, built on our **Levels of Work complexity framework**.

Key elements of the work included:

- **Organisational Design:**

Identification of key functions and roles, defined by level of work, purpose, accountabilities, authorities, and key internal and external relationships.

- **Global Talent Development:** Implementation of **Modified Career Path Appreciation (MCPA)** and **Linked Personal Appreciation (LPA)**, adapted to reflect the company's competencies.
- **Integration with IDPs:** The process became a core component of the organisation's **Individual Development Process (IDP)**, supporting over **400 senior managers** worldwide.
- **Global Delivery:** Talent processes and workshops were delivered in local languages including Polish, Czech, Slovakian, German, English, Spanish, Mandarin, and Portuguese – leveraging Purple's worldwide resources.

### THE IMPACT

The partnership created a lasting shift in the organisation's ability to align people, roles, and strategy across a global footprint. Key outcomes include:

- **A common global language** on work levels and capability, enabling transparent decision-making across regions.
- **Stronger leadership pipeline**, with more informed decisions on career development, promotion, relocation, and recruitment.
- **Greater leadership effectiveness and faster decision-making**, thanks to clarity on role design and accountability.
- **Scalable global processes**, ensuring consistent development standards across diverse geographies and cultures.

### CLIENT BENEFIT

By integrating work and people through a shared framework, the organisation has created **clarity, consistency, and confidence in its global talent strategy**.

What began as a response to rapid growth has become a sustainable process for developing leaders and driving organisational effectiveness worldwide.

